A Stronger America Together

NCLR

2007 ANNUAL REPORT
The National Council of La Raza (NCLR) – the largest national Hispanic civil rights and advocacy organization in the United States – works to improve opportunities for Hispanic Americans. Through its network of nearly 300 affiliated community-based organizations (CBOs), NCLR reaches millions of Hispanics each year in 41 states, Puerto Rico, and the District of Columbia. To achieve its mission, NCLR conducts applied research, policy analysis, and advocacy, providing a Latino perspective in five key areas – assets/investments, civil rights/immigration, education, employment and economic status, and health. In addition, it provides capacity-building assistance to its Affiliates who work at the state and local level to advance opportunities for individuals and families.

Founded in 1968, NCLR is a private, nonprofit, nonpartisan, tax-exempt organization headquartered in Washington, DC. NCLR serves all Hispanic subgroups in all regions of the country and has operations in Atlanta, Chicago, Los Angeles, New York, Phoenix, Sacramento, San Antonio, and San Juan, Puerto Rico.
2007 ANNUAL REPORT

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A STRONGER CHALLENGE
The year 2007 was one of NCLR’s most difficult years since its founding in 1968. NCLR – America’s largest national Hispanic civil rights and advocacy organization – and its Affiliates faced a relentless series of monumental challenges. Together, we represented Latinos through initiatives and advocacy related to:

- The critical need for immigration reform
- Expansion of access to quality health care
- Attention to unfair lending practices and the related homeownership crisis including foreclosure prevention
- Advancements in childhood education and family literacy
- Civil rights and equality for all citizens
- Expansion of employment and economic opportunities for family wealth-building
- Encouragement of increased civic participation at the community and state levels
- Empowerment of Latinos to achieve the American Dream

A STRONGER ORGANIZATION
This next year promises to be just as challenging – especially with the upcoming presidential election and continued debate on immigration reform. Fortunately, NCLR is poised to respond on behalf of Latinos with clarity of message, unparalleled determination, facts based on research, a strong voice on advocacy, proven work in communities through our Affiliates, and decades of experience!

During 2008, NCLR will also celebrate significant milestones, including:

- NCLR’s 40th anniversary as an organization
- The grand opening of the Raul Yzaguirre Building – strategically situated in our nation’s capital just three blocks from the White House – and the dedication of the Plaza de Los Afiliados

A STRONGER AMERICA TOGETHER
Please, consider all that NCLR has accomplished – and all that remains for us to do. Won’t you accept my personal invitation to join our cause? Be assured that your investment – whether in the form of advocacy or funding – not only will support NCLR’s endeavors, but will also foster stronger Latino families, stronger communities, and a stronger America together.

Janet Murguía
NCLR President and CEO
As you review the 2007 National Council of La Raza (NCLR) Annual Report, I encourage you to thoughtfully consider its theme: **A Stronger America Together.**

NCLR believes in the strength of working together. The well-being of America’s Latinos cannot be improved by one advocate or organization alone. Fulfillment of NCLR's mission to improve opportunities for Latinos requires the generous and multifaceted support of many, including our nearly 300 community-based Affiliates along with foundations, corporations, political leaders, and committed individuals across the country.

Every piece of legislation enacted which helps Latinos, every endeavor shared, and every dollar gifted to NCLR is appreciated, as it helps America’s Hispanics achieve educational, economic, political, and social prosperity. By supporting NCLR, you play a pivotal role in our mission; you become an important partner in our success and a valued member of our *familia.*

Your participation is especially important during 2008, when NCLR not only prepares for even greater challenges, but also celebrates 40 years of organizational achievements and the grand opening of our lovely building and plaza.

On behalf of the NCLR Board of Directors, we are honored to share with you the following 2007 highlights of our work. As you read each page, we trust it will become apparent that an investment in NCLR is truly an investment in Latinos building **a stronger America together!**

Monica Lozano
Chair, NCLR Board of Directors
NCLR BOARD OF DIRECTORS
2008—2009

EXECUTIVE COMMITTEE

CHAIR
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Publisher and CEO
La Opinion
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Birmingham, AL

Angela Sanbrano
Executive Director
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Southwest Key Program, Inc.
Austin, TX

Lionel Sosa
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MATT.org
San Antonio, TX

Isabel Valdés
President
Isabel Valdés Consulting
Palo Alto, CA

Anselmo Villarreal
Executive Director
La Casa de Esperanza
Waukesha, WI
NCLR AFFILIATE COUNCIL

The Affiliate Council serves as a voice for Affiliates and represents the partnership between NCLR and its most important constituency. It provides guidance to NCLR on its programmatic priorities and public policy agenda, and on strengthening regional networks and promoting the work of Affiliates. Additionally, the Affiliate Council works closely with the NCLR Affiliate Member Services (AMS) team to implement the AMS strategy, reaching out to Affiliates in all regions of the country to solicit new perspectives and share information on NCLR’s direction and priorities.

**FAR WEST**
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Hispanic Women’s Corporation
Phoenix, AZ

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Executive Director
HELP-New Mexico, Inc.
Albuquerque, NM

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Community Child Care Council of Santa Clara County
San Jose, CA

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California Association for Bilingual Education
Covina, CA

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Detroit, MI

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Executive Director
Latin American Community Center, Inc.
Wilmington, DE

Nicholas Torres
Executive Director
Congreso de Latinos Unidos, Inc.
Philadelphia, PA

**SOUTHEAST**
Pablo Davis
Executive Director
Latino Memphis, Inc.
Memphis, TN

Sonia Gutiérrez
Executive Director
Carlos Rosario International Career Center
Washington, DC

**TEXAS**
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President and CEO
Texas Migrant Council
Laredo, TX

Richard Farias
Executive Director
Tejano Center for Community Concerns
Houston, TX
As NCLR moves forward with its vision to build stronger Latino communities, the on-the-ground efforts of its community-based Affiliate Network is an essential component of this goal. NCLR Affiliates are independent community-based organizations that differ vastly in size and programmatic focus. They identify the needs of their constituents and develop and deliver innovative services, from English-language and civics classes to health and homeownership programs. NCLR Affiliates reach millions of Latinos each year in 41 states, the District of Columbia, and Puerto Rico.

The NCLR Affiliate Network encompasses six single-state or multistate regions: California, Far West, Midwest, Northeast, Southeast, and Texas. A more active, engaged, and cohesive Affiliate Network:

- Facilitates NCLR’s ability to identify, evaluate, and replicate models of success and programmatic best practices.
- Increases NCLR’s ability to mobilize grassroots support for major policy initiatives that affect Latinos and expand opportunities for Affiliates to partner with NCLR on policy issues in their regions.

2007 HIGHLIGHTS

- NCLR and its Affiliate partners recommitted to working together on strategic issues for Latinos. More than 250 Affiliates signed the new General Member Memorandum of Understanding (MOU) and 17 new Affiliates were welcomed into the Network.
- NCLR created a new Affiliate Member Services (AMS) Component, led by a Senior Vice President, to elevate the role of the Affiliate Network within NCLR, support Affiliate outreach, and facilitate partnerships between NCLR programs and its Affiliates. As part of this new and expanded structure, NCLR hired Dr. José Velázquez – former Executive Director of NCLR Affiliate Latino Memphis – as AMS Deputy Vice President.
- With the formation of new partnership categories for Affiliates – Program, Advocacy, Next Generation, and Institutional – by the end of 2007 AMS initiated its first 20 partnerships with Affiliates focused on specific collaborations with explicit goals related to education, health, housing/community development, and workforce development.
- NCLR laid the groundwork for defining its regional presence, in order to understand and respond to the landscape in different Latino communities around the country, address changing demographics, deliver services more effectively, and further leverage partnerships with its Affiliates. A better-defined presence in strategic locations and a participatory Affiliate base are also critical to NCLR’s ability to connect local-state program and policy efforts to its national agenda and to complement its national work with proven best practices, increasing its ability to make progress on its strategic priorities.
In this way, NCLR is redefining its civic engagement lens to include several strategies to advance the well-being of Latino families and to empower Latino communities.

- The implementation of coherent national and regional strategies to working with its Affiliates has facilitated NCLR’s ability to gather data – and moves NCLR closer to demonstrating the impact of its national-local partnerships.
- NCLR took steps to significantly increase its resources dedicated to AMS and Affiliates by outlining a targeted fundraising effort to deepen and expand NCLR-Affiliate partnerships, build the capacity of the Affiliate Network, and enhance and amplify advocacy work at the local and national levels.
- The combination of NCLR’s new strategy and its ongoing program and advocacy work has translated into noteworthy investments in its Affiliates. Direct funding to Affiliates in the form of grants represented more than one-third of NCLR’s program operating budget, and this did not include the value provided to the Network through nonprofit management support, training, and programmatic technical assistance.

**AFFILIATE AWARD PROGRAMS**

Ten Affiliates in eight states received NCLR Awards in 2007 in recognition of their successful community-based models, as well as their program and advocacy work on behalf of Latino families. Each award recipient was highlighted during the 2007 NCLR Annual Conference; spotlighted in the media; referenced for their work during peer trainings with other Affiliates; and given financial and other program support.

**AFFILIATE OF THE YEAR AWARD.** The NCLR/Ford Motor Company Affiliate of the Year Award program recognizes an NCLR Affiliate for exemplary work in serving its local community and supporting NCLR’s policy and programmatic initiatives.

In 2007, CentroNía was named the Affiliate of the Year and was awarded $25,000. The Affiliate of the Year Regional Honorees – each of which was awarded $5,000 – were AltaMed Health Services Corporation (California), Southwest Key Program, Inc. (Central Region), Asociación Puertorriqueños en Marcha (APM) (Eastern Region), and Northwest Communities Education Center (NCEC) (Western Region).

**FAMILY STRENGTHENING AWARDS.** NCLR and the Annie E. Casey Foundation honored Affiliates who have demonstrated best practices in achieving improved outcomes and measurable impact in strengthening Latino families. The winners hosted training sessions with their peers, sharing program models and providing solutions to community challenges.

The 2007 Family Strengthening Award winners were Conexión Américas of Nashville, Tennessee; Dallas Concilio of Hispanic Service Organizations of Dallas, Texas; El Hogar del Niño of Chicago, Illinois; Luz Social Services, Inc. of Tucson, Arizona; and Tiburcio Vásquez Health Center (TVHC) of Union City, California.

**AFFILIATE GRANTS.** In addition to its Annual Award Programs, NCLR provided program and policy subgrants totaling over $6 million to 89 Affiliates in 25 states. This financial support enabled them to conduct work in their communities related to NCLR’s strategic priorities: education, health, housing and community development, workforce development, and advocacy.

**AMERICORPS.** The NCLR Latino Empowerment through National Service (LENS) AmeriCorps program strengthens communities through projects that address education, public safety, the environment, and other community needs. NCLR AmeriCorps members provide a year of service at 12 NCLR Affiliate partners helping to build a culture of citizenship, service, and responsibility. Through their service, members gain valuable job skills, experience, and life skills; in turn, Affiliates gain capacity, increased visibility, and valuable resources.

- From 2006 to 2007, 170 of 185 members successfully completed their LENS service. Members tutored 1,114 children, youth, and adults; provided job-skills training to 1,117 individuals; and recruited and trained 1,777 non-AmeriCorps volunteers for Affiliate-based programs and community service events. They also provided volunteer income tax assistance (VITA) to 1,430 community members, as well as other services. Overall, member service activities during the 2006-07 program year reached close to 30,000 individuals throughout the country.
- Members successfully completing their service earned approximately $300,000 in all, which can be used to pay for past, present, or future education expenses.
- In 2007, the Corporation for National and Community Service (CNCS) awarded NCLR a new three-year AmeriCorps grant. The new CNCS funding will support 200 AmeriCorps members at 12 Affiliate sites in seven states. AmeriCorps members will continue to support literacy efforts, engage in community strengthening activities, and increase Affiliate capacity.
Elgin
Elgin Community College
www.elgin.cc.il.us
(847) 888-7998

INDIANA
Fort Wayne
United Hispanic Americans, Inc.
unitedhispanicamericans.org
(260) 422-2651

KANSAS
Kansas City
El Centro, Inc.
www.elcentroinc.com
(913) 677-0100
Harvest America Corporation
www.harvestamerica.org
(913) 342-2121

Topka
Kansas Hispanic and Latino American Affairs Commission
www.khhac.org
(785) 296-3465

Wichita
SER Corporation of Kansas
(316) 264-5372

MARYLAND
Baltimore
Centro de la Comunidad, Inc.
www.centrodelacomunidad.org
(410) 675-8906

Takoma Park
CASA of Maryland, Inc.
www.casademaryland.org
(301) 270-0419

MATSSACHUSETTS
Cambridge
Centro Presente, Inc.
www.cpresente.org
(617) 497-9080

Concilio Hispano de Cambridge, Inc.
www.conciliohispano.org
(617) 661-9406

Holyoke
Holyoke Community Charter School
www.hccs-sabis.net
(413) 533-0111

Jamaica Plain
Hispanic Office of Planning and Evaluation
www.hopemass.org
(617) 524-8888

The Hyde Square Task Force, Inc.
www.hydesquare.org
(617) 524-8303

Roxbury
La Alianza Hispana, Inc.
www.laalianza.org
(617) 427-7175

MICHIGAN
Detroit
Detroit Hispanic Development Corporation
www.dhdc.org
(313) 967-4880
Latin Americans for Social and Economic Development, Inc.
www.lasedinc.org
(313) 554-2025
Latino Family Services
(313) 841-7380

New Detroit, Inc.
www.newdetroit.org
(313) 664-2000
Southwest Non Profit Housing Corporation
www.swnfhc.org
(313) 841-9641

Kalamazoo
Hispanic American Council, Inc.
www.hispanicamerican council.org
(269) 385-6279

Lansing
Michigan Commission on Spanish Speaking Affairs
www.michigan.gov
(517) 373-8339

 Traverse City
Northwest Michigan Health Services, Inc.
www.nmhs.org
(231) 947-1112

MINNESOTA
Inver Grove Heights
Academia Cesar Chavez
www.cesarchavesschool.com
(651) 294-4640

Minneapolis
Hispanic Chamber of Commerce of Minnesota
www.hispamin.org
(612) 312-1692

St. Paul
Comunidades Latinas Unidas en Servicio
www.cues.org
(651) 379-4203

MISSOURI
Kansas City
Cabot Westside Clinic
(816) 471-0900

Guadalupe Center, Inc.
www.guadalupecenters.org
(816) 421-1015

Hispanic Economic Development Corporation of Greater Kansas
www.kchdc.org
(816) 221-3462

Mattie Rhodes Center
www.mattierhodes.org
(816) 471-2536

Westside Housing Organization
www.westsidehousing.org
(816) 421-8049

NEBRASKA
Lincoln
Mexican-American Commission
www.mex-amer.state.ne.us
(402) 471-2791

North Platte
NAF Multicultural Human Development, Inc.
www.nafmhd.org
(308) 534-2630

Omaha
Chicano Awareness Center
www.cacinc.org
(402) 733-9720

One World Community Health Centers, Inc.
www.oneworldomaha.org
(402) 734-4120

NEW YORK
Bronx
Promesa Systems, Inc.
www.promesa.org
(718) 299-1100

Brooklyn
Cypress Hills Local Development Corporation
www.cypresshills.org
(718) 647-2800

Latin American Workers’ Project
laminworkners.tripod.com/lawp/index.html
(718) 628-6222

Glen Cove
La Fuerza Unida, Inc.
(516) 759-0788

New York City
Alianza Dominicana, Inc.
www.alianzadomin.com
(212) 741-0360

Amber Charter School
ambercharter.echalk.com
(212) 534-9667

Audubon Partnership for Economic Development
audubonpartnership.org
(212) 544-2470

Committee for Hispanic Children and Families
www.chcfinc.org
(212) 206-1090

NEVADA
Las Vegas
East Las Vegas Community Development Corporation
(702) 397-1710

Housing for Nevada
www.housingopphouston.com
(702) 270-0300

Nevada Association of Latin Americans, Inc.
www.nalra.org
(702) 382-6252

RENO
Nevada Hispanic Services, Inc.
www.nhsreno.org
(775) 826-1818

NEW MEXICO
Albuquerque
Albuquerque Hispano Chamber of Commerce
www.ahcnnm.org
(505) 842-9003

HELP - New Mexico, Inc.
www.helpnmu.org
(505) 265-3717

Southwest Creations Collaborative
www.southwestcreations.com
(505) 247-8559

YES Housing, Inc.
www.yeshousing.org
(505) 244-1373

Youth Development, Inc.
www.ydimm.org
(505) 242-7306

Embudo
Río Grande Center
(505) 579-2453

Siete Del Norte
(505) 579-4217

Española
Hands Across Cultures
www.hacncs.org
(505) 747-1889

NEW ORLEANS
Bronx
Promesa Systems, Inc.
www.promesa.org
(718) 299-1100

Brooklyn
Cypress Hills Local Development Corporation
www.cypresshills.org
(718) 647-2800

Latin American Workers’ Project
laminworkners.tripod.com/lawp/index.html
(718) 628-6222

Glen Cove
La Fuerza Unida, Inc.
(516) 759-0788

New York City
Alianza Dominicana, Inc.
www.alianzadomin.com
(212) 741-0360

Amber Charter School
ambercharter.echalk.com
(212) 534-9667

Audubon Partnership for Economic Development
audubonpartnership.org
(212) 544-2470

Committee for Hispanic Children and Families
www.chcfinc.org
(212) 206-1090

Community Association of Progressive Dominicans
acdp.org
(212) 781-5500

Dominican Women’s Development Center
www.dwdc.org
(212) 994-6060

Rochester
Rural Opportunities, Inc.
www.ruralinc.org
(585) 340-3368

Syracuse
Spanish Action League
www.spanishactionleague.com
(315) 475-6153

Woodsiders
Latin American Integration Center, Inc.
(718) 566-8500

NORTH CAROLINA
Charlotte
Latin American Coalition
www.latinamericancoalition.org
(704) 531-3848

Raleigh
El Pueblo, Inc.
www.epueblo.org
(919) 835-1925

Siler City
Hispanic Liaison of Chatham County/El Vínculo Hispano
www.evhnc.org
(919) 742-1448

OHIO
Cleveland
Commission on Catholic Community Action
www.dioceseofcleveland.org
(216) 939-3839

El Barrio, Inc.
(216) 651-2037

The Spanish American Committee for a Better Community
www.spanishamerican.org
(216) 961-2100

Elyria
Lorain County Community College
www.lorainccc.edu
(440) 365-5222

Lorain
El Centro de Servicios Sociales, Inc.
(440) 277-8235

Toledo
ADELANTE, Inc.
www.adelante-inc.org
(419) 244-8460

Farm Labor Research Project
(419) 243-3456

Youngstown
Organización Cívica y Cultural Hispana Americana
www.oche-ncw.org
(330) 781-1808

OKLAHOMA
Oklahoma City
Latin American Community Development Agency
www.lacda.org
(405) 236-0701

ORY Development Corporation
(405) 840-7077
Quality education, including early childhood and higher education, is a powerful tool for narrowing the achievement gap that currently exists between Latinos and other Americans. For this reason, Hispanic communities consistently rank the education of their children as a top priority.

NCLR advances this important mission with a dual approach that successfully blends innovative programs with advocacy for positive policy outcomes. On behalf of America’s Latino student population, NCLR endeavors to:

- Increase educational opportunities
- Improve overall academic achievement
- Promote equity in outcomes for all

**EDUCATION PROGRAMS**

NCLR not only informs the public education system at national and regional levels, it also strengthens the community-based sector. Working nationwide with 150 affiliated organizations, NCLR’s education program component:

- Supports school improvement as the foundation for increasing student achievement
- Tests and documents best practices for national dissemination
- Engages other stakeholders as advocates for Latino students

Many of these objectives are accomplished through Latino Early Literacy Task Forces, which are critical components of the development initiative known as *Lee y serás*. These task forces improve children’s literacy by connecting local organizations with service providers, politicians, researchers, businesses, and schools.

**POLICY WORK**

NCLR’s policy advocates raise awareness and increase response to national issues that impact Latinos’ public education. Their focus centers on preschool and high school matters, where disparity between Latinos and other groups is greatest. Other critical policy work involves advocacy on behalf of immigrants, English language learners, infants and toddlers, and parents. For example, NCLR supports the Even Start Family Literacy Program and the No Child Left Behind Act for their multidisciplinary approach in addressing the concerns of Latino and other at-risk youth.
EARLY CHILDHOOD EDUCATION AND FAMILY LITERACY. This year, Head Start reform legislation included NCLR’s proposals for accountability in better serving Latinos and English language learners. NCLR also secured increased funding for the Even Start Family Literacy Program – deemed important since 46% of all Even Start families are Hispanic and the majority are limited English proficient.

LATINO EARLY LITERACY TASK FORCES. Several NCLR Affiliates formed early literacy task forces that raised awareness about Latino-specific issues, leveraged resources to support programs that addressed them, and increased collaboration among local stakeholders.

SCHOOL IMPROVEMENT TECHNICAL ASSISTANCE. NCLR provided intensive technical assistance, coaching, and related resources to secondary school principals in support of their individual school improvement plans.

LITERACY COACHING. Collaborating with the renowned George Washington University, NCLR presented the Leadership Institute for Latino Literacy (LILL). LILL offered educators instruction on development of school-wide plans that integrate literacy across all curricula content areas, followed by on-site visits from “coaches” offering constructive feedback.

NO CHILD LEFT BEHIND ACT (NCLB). NCLR and sister Hispanic organizations provided the education committees of the U.S. Senate and the U.S. House of Representatives with legislative recommendations to strengthen NCLB. Many of their suggestions were included to strengthen and amend congressional proposals.

“I want to ensure that we have the best possible education system for all our children, particularly for our Latino students,” said Raul González, NCLR’s Senior Legislative Director. “Latino parents know that teachers play a critical role in providing life opportunities for their children. We must provide educators who are working hard to help Latino students excel academically the resources they and their students need.”

RAUL GONZÁLEZ
NCLR, Senior Legislative Director

2007 HIGHLIGHTS
HEALTH

Good health is the foundation for a good life. That's why NCLR and its community-based Affiliates work to improve the health and well-being of Hispanic Americans through activities and programs that focus on:

- Access to quality health care
- Health education, disease prevention programs, and resources that are linguistically and culturally competent
- Community-based research
- Advocacy for national programs and policies that support Latino health and well-being

2007 HIGHLIGHTS

RESEARCH REPORT. An NCLR research report, Latino Health, Georgia’s Future: Strategies for Improving the Health of Latinos in the State, received extensive media coverage and raised awareness of the increasing needs of Latinos in “New Gateway” communities – areas outside of those states which have served as traditional gateways for entry of Hispanic immigrants to the U.S., such as New York, Texas, California, or Florida.

HISPANIC HEALTH LEADERSHIP. As a nationally recognized leader in the field of Latino health, NCLR’s Institute for Hispanic Health (IHH) responded to numerous mainstream organizations’ requests for guidance and counsel on health topics ranging from birth defects and diabetes to mental health. IHH also disseminated its research findings through national conferences, such as the American Public Health Association and the Genetic Alliance, thereby increasing NCLR’s visibility and credibility within the public health arena.

LAY HEALTH EDUCATORS. IHH continued groundbreaking work in the development and implementation of promotores de salud programs – a model involving community-based health educators. Last year, the program trained 200 promotores who then communicated important health messages to an estimated 10,000 Latinos.
“OMH’s mission is to CLOSE THE GAP IN HEALTH DISPARITIES FOR ALL AMERICANS, but that can’t be done until we know that all communities can be served effectively during a public health disaster. WE ARE COMMITTED TO WORKING WITH ORGANIZATIONS LIKE NCLR to make sure that we continue to make improvements in our disaster relief and emergency response systems.”

DR. GARTH GRAHAM
U.S. Department of Health and Human Services, Office of Minority Health (OMH), Deputy Assistant Secretary for Minority Health

Through the support of OMH, NCLR developed a tool kit to assist emergency managers and relief agencies in serving immigrant communities in the event of a public health disaster.

RESOURCES FOR DISASTER VICTIMS. New laws that require limited-English-proficient communities’ integration into disaster planning and notification prompted NCLR to collaborate with the Asian American Justice Center and the National Immigration Law Center to ensure that vulnerable populations are adequately prepared for future disasters.

HEALTH CARE ACCESS FOR NEWBORNS. NCLR worked to reverse an excessive administrative rule that prevented newborn children, if born to immigrant parents on emergency Medicaid, from access to critical health care services.

PASSAGE OF SB 1534. NCLR and advocates throughout California lobbied to ensure that the state could use its own funds to strengthen immigrant access to public health and preventive care services.

NUTRITION AND PHYSICAL ACTIVITY. With the support of the PepsiCo Foundation and the U.S. Department of Health and Human Services, Office of Minority Health, NCLR continues to expand its work in the field of nutrition and physical activity with the goal of halting the rise of obesity rates in the Latino community.
COMMUNITY AND FAMILY WEALTH-BUILDING

Throughout the history of our nation, millions of Latinos have contributed to America’s economy and culture. Yet, they do not enjoy the same opportunities, jobs, and wages as other Americans. According to 2002 statistics, Hispanic households’ median net worth was $7,932, compared to $88,651 for non-Hispanic White households.

NCLR strives to narrow this staggering wealth gap. The organization identifies policies and structural and economic barriers within the U.S. financial marketplace which hamper the Latino community’s ability to establish long-term financial stability. In addition, NCLR’s Housing and Community Development component works closely with the Raza Development Fund (RDF), NCLR’s lending arm, to increase individual family wealth and capital assets controlled by Latino institutions.

2007 HIGHLIGHTS

MAINSTREAM FINANCIAL SERVICES. NCLR’s public policy work brought to the attention of policy-makers and the public those barriers that prevent low-income and immigrant Hispanics from using financial products. In 2007, NCLR:

• Successfully educated and engaged policy-makers and industry experts regarding barriers to affordable credit for Latinos; developed a Latino policy agenda on credit cards; and testified before Congress on credit cards, remittances, and insurance-based credit scoring.

• Ensured that major congressional legislation related to foreclosures and predatory mortgage lending addressed critical issues for Latinos, including mortgage brokers’ fair and honest dealings with consumers and the availability of assistance for Latinos burdened with bad loans. NCLR also provided expert testimony before Congress on foreclosure within the Latino community, sustainable homeownership, and predatory lending.

• Developed and advanced a proposal to create a community-based financial counseling system. The proposal is being championed by Senator Robert Menendez (D-NJ).

23,000
LATINO FAMILIES WHO HAVE REALIZED THE DREAM OF OWNING A HOME WITH THE HELP OF THE NCLR HOMEOWNERSHIP NETWORK (NHN)
• Blocked anti-immigrant lawmakers from enacting measures that would undermine the retirement wealth of Latino seniors who currently receive Social Security benefits.

**NCLR HOMEOWNERSHIP NETWORK (NHN).** Now in its eleventh year, NHN has expanded to include 50 community-based homeownership counseling providers. With the support of the U.S. Department of Housing and Urban Development (HUD), Freddie Mac, national banks, and others, each organization receives subgrants and technical assistance from NCLR to implement NHN's intensive housing counseling model. Members of NHN provided counseling services to more than 30,000 families in 2007, resulting in more than 3,400 Latinos becoming first-time homebuyers.

Of the loans made to families in 2005 and 2006, one in 12 will default in the next few years. NHN organizations have responded to the rising rate of foreclosures and increasing reports of predatory lending in minority communities by providing foreclosure prevention counseling services.

**LATINO SOCIAL VENTURE FUND.** This Fund is a competitive-based vehicle created by RDF, NCLR, and Arizona State University's Center for Civil Rights and Community Development. It looks to invest in initiatives that have the most demonstrable impact in improving educational, health care, and homeownership opportunities for Latino families.

The first round of applications to the Fund was completed in June 2007, resulting in awards that totaled $225,000 for predevelopment and capacity-building assistance for nine organizations. The funds have been used for development of affordable housing and charter school facilities, as well as for the provision of homeownership counseling services for low-income families in Texas, California, New Mexico, Pennsylvania, Oregon, Arkansas, and Arizona.

“NCLR IS WORKING hard to ensure that the ENTIRE HISPANIC COMMUNITY IS WELL-EQUIPPED TO PURCHASE AND KEEP THEIR HOME. This not only will serve Latinos, but will HELP TO SECURE THE FINANCIAL OUTLOOK FOR AMERICA.”

LAUTARO DÍAZ
NCLR, Housing and Community Development
RAZA DEVELOPMENT FUND, INC. (RDF). RDF, a support corporation, was established in 1999 as NCLR’s community development lending arm. Since then, RDF has become the largest Latino Community Development Financial Institution (CDFI) in the United States. It provides capital, technical assistance, and training to stimulate opportunities for underserved Latinos by strengthening the capacity of its community development partners. The capital provided by RDF is both patient and affordable, enhancing and leveraging other private and public funds to create development solutions that otherwise would not be available for many nonprofit institutions.

RDF has developed key lending relationships with many large financial institutions and insurance companies, including Bank of America, State Farm Insurance Companies, Citi, JPMorgan Chase, Allstate Insurance, Fannie Mae Foundation, and Prudential Social Investment – all leading to significant capital investments that support Latino communities and projects. RDF’s assets have grown from $29 million in 2002 to nearly $80 million in 2007. Over the same period, RDF’s loan portfolio has grown from less than $7 million to nearly $51 million (see chart).

Since its inception, more than 120 organizations serving the Latino community have received technical assistance and funding from RDF which has closed more than 160 loans totaling in excess of $81 million, while leveraging more than $492 million in total project financing.

The direct community impact of RDF’s portfolio includes charter school projects serving more than 25,000 students; developments that created affordable housing for more than 1,900 families; and community health, day care, and other programs that annually serve more than 85,000 patients and families.

During 2007, a new vehicle was implemented: the Raza School Building Fund, which is a $50 million partnership between RDF and Citi. Its goal is to provide charter school operators with flexible and affordable financing options for permanent campus sites. Already, close to 20% of the capital is being used to fund schools.
EMPLOYMENT AND ECONOMIC OPPORTUNITIES

The employment rate among Hispanic Americans is typically high and the work ethic strong, but the majority of the Latino workforce remains trapped in low-wage, low-skill occupations. Limited education, language barriers, and lack of opportunity hamper many from securing quality jobs and career advancement.

NCLR is dedicated to breaking this trend. Working with its Affiliates, NCLR:

• Advocates for policies that support continued education, career training, and access to well-paying jobs
• Designs innovative programs that successfully serve as skill-building models for replication in the country’s key economic sectors
• Establishes pipelines of skilled workers earning higher wages
• Partners with employers to meet their demand for skilled workers

The net result is increased opportunity, improved economic stability, and financial independence for current and future generations of Latinos.
**2007 HIGHLIGHTS**

**HEALTH CARE CAREER PATHWAYS.** Funded by the U.S. Department of Labor, this initiative supports Latinos’ training and upward mobility within the health care industry. During 2006-2007, the program prepared nearly 100 bilingual professionals for various health care positions, including certified nursing assistants, licensed practical nurses, medical assistants, and dental assistants. For these Latino workers, average wages increased by a phenomenal 150%.

**COALITION-BUILDING.** NCLR expanded its network of coalition and national intermediary partners to ensure that Latinos are represented in the development of national strategies that impact workers. The organization is involved in numerous national working groups and advisory committees that are dedicated to shaping public and private economic and workforce development policies.

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**BUSINESS PLAN FOR WORKFORCE DEVELOPMENT**

NCLR used individual interviews, focus groups, presentations, and teleconferences to gather feedback from employers, workforce development researchers, funders, experts, and 45 of its Affiliates. The resulting Business Plan analyzed gaps in services for Latino jobseekers and served to guide NCLR’s positioning as a national intermediary.

The plan focused program and policy strategies on three distinct target populations of Latino workers:

1. **BASIC JOB READINESS FOR ENTRY-LEVEL WORKERS.** Low-wage, entry-level jobs are the most susceptible to economic and corporate fluctuations of the economy and within a company. Creating strategies and policies that promote skill development in specific industries, English-language acquisition, and portable skills that can be applied to other industries and occupations is critical to meaningful employment of Latino workers.

2. **TECHNICAL SKILLS AND ONGOING EDUCATION.** Career pathway models promote advanced education, skills, and access to promising occupations. There is a high demand for workers with the skills necessary for technical and advanced occupations, and Latino entry-level workers provide a potential pool for developing the skills that employers are looking for.

3. **ADVANCED EDUCATION AND WORK EXPERIENCE APPROACH.** Approximately 10% of working-age Latinos have attained a bachelor’s or advanced degree. In addition, 4.5% of managers and 3.8% of professionals are Latino. NCLR supports program strategies that incorporate career mapping and exploration, work experience, and mentoring.

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“ECONOMIC MOBILITY THROUGH EDUCATION, CAREER PLANNING, AND access to quality, WELL-PAYING JOBS for our youth should be everyone’s priority. THE ESCALERA PROGRAM PARTNERSHIP IS A FIRST STEP IN THE RIGHT DIRECTION.”

RAUL RODRIGUEZ
Executive Director, PRoMeSa: East Harlem Council for Community Improvement, an NCLR Affiliate and Escalera Program site

**AFFILIATE PEER SUPPORT.** NCLR’s Workforce Development component used a peer exchange strategy to share effective practices and build capacity within its Affiliate Network. Thirty-two Affiliates received technical assistance and training in career mapping, case management, effective partnerships, employer engagement, youth career exploration, program and curriculum design, and data analysis for building effective programs.

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IN THE COMMUNITY
“If it wasn’t for the NCLR Escalera Program, I might not have graduated from school and enrolled in college,” shares Adriana Cruz, an alumnus of the NCLR Escalera Program at Instituto del Progreso Latino in Chicago.

Cruz currently attends a community college and notes that she learned many things through Escalera, including “…the importance of helping others and to be a leader in my community. After graduating from the program, I was looking at ways to empower Latino students … [since] many of the students in my neighborhood are not looking at college as an option.”

Cruz, five other students, and community leader Francisco Rios responded by founding the LAtINOS Organization, which encourages students and parents to make informed decisions about postsecondary education. “We host college fairs, conduct parent involvement sessions, and work closely with students in preparation for college,” says Cruz. “We have also been working closely with Northern Illinois University and Chicago State University to provide enrollment opportunities for students we serve.

“Escalera planted the seed in me to be a leader. I will continue to take what I learned from the program and apply it to my community to make a better place.”

NCLR Escalera Program graduating class of 2007 at NCLR Affiliate, AltaMed Health Services Corporation in Los Angeles

NCLR ESCALERA PROGRAM: TAKING STEPS TO SUCCESS.
PepsiCo Foundation and NCLR created the Escalera Program: Taking Steps to Success, which promotes economic mobility for Latino youth through educational attainment and career planning. To date, 96% of participants have completed the program and graduated from high school, while 94% of graduating seniors have enrolled in postsecondary institutions. Escalera’s success has led to steady expansion of the program, which now has six sites throughout the country, and student enrollment is expected to increase to 350 next year.
As America’s leading Hispanic civil rights organization, NCLR plays a national role in promoting and protecting equal opportunity for all Americans.

2007 HIGHLIGHTS

JUVENILE JUSTICE. Among NCLR’s civil rights priorities are its efforts to ensure that Latinos in the criminal justice system are treated with dignity and respect. Through the Latino Juvenile Justice Network (LJN), supported by the John D. and Catherine T. MacArthur Foundation, NCLR is creating state and local networks of community-based organizations and service providers interested in juvenile justice reform efforts. This cutting-edge work establishes, sustains, and expands the Latino presence in national-level juvenile justice policy debates. In addition, the endeavor pursues a progressive agenda at the state level which reduces overreliance on confinement for Latino youth and improves overall outcomes for Hispanics involved in the justice system.
THE TEST OF THE STRENGTH OF OUR DEMOCRACY is the extent to which we stand by those who are most vulnerable. NCLR MAKES AMERICA STRONGER by doing its work on behalf of immigrants and Latinos.”

JOHN WILHELM
President, UNITE HERE

UNITE HERE is a national labor union representing workers in the hotel and restaurant industries and an NCLR partner in the drive for comprehensive immigration reform.

IMMIGRATION. NCLR led the nationwide effort to reform America’s immigration laws in a way that brings order and fairness to a badly broken immigration system. Though legislative efforts for comprehensive immigration reform failed to produce a final result during 2007, NCLR continues to work diligently on behalf of immigrant and American families.

Last year, NCLR’s primary goals in the area of immigration and civil rights included:

• Reducing long visa backlogs
• Creating a pathway to citizenship for hardworking immigrants
• Structuring enforcement policies that are both effective and consistent with our nation’s commitment to human rights and due process of law
• Supporting its Affiliates in response to local manifestations of the immigration debate; issues such as racial profiling and civil rights protection were addressed through strategic advice and organizational support of local leaders
NCLR has a high profile in our country’s immigration debate due to its deep policy and advocacy commitment to the issue, and because it is a Latino institution participating in a discussion that heavily emphasizes Latino immigrants. Unfortunately, the overall tone of the debate has taken a sharply hostile turn in recent years. As a result of these two factors, a number of anti-immigrant groups have targeted the Latino community and specifically NCLR, engaging in what appears to be a coordinated campaign to misrepresent the community, as well as Latino-serving community-based organizations and their work.

**WAVE OF HOPE**

NCLR is responding with a major new initiative to challenge anti-immigrant sentiment, particularly by documenting the extent to which hate groups and extremists are driving the debate. With initial funding through a special appropriation by NCLR’s Board of Directors, NCLR decided to counter hostile and unproductive rhetoric by launching a proactive initiative, Wave of Hope, in late 2007.

To this end, NCLR has:
- Launched an anti-hate website, www.WeCanStopTheHate.org
- Collaborated with other minority groups to confront hate speech
- Called on media networks and candidates to separate themselves from hate groups, hate speech, and vigilante organizations
- Requested presidential candidates to sign a pledge to elevate the debate and avoid hate speech
- Recommended that print and broadcast media identify anti-immigrant “advocates” who are members of hate groups or vigilante organizations

Through Wave of Hope, NCLR encourages television networks, policymakers, and all Americans to discredit the voices of hate in the immigration debate in order to bring the country back to a place in which rational dialogue is possible on the difficult issue of immigration reform.

www.WeCanStopTheHate.org
ADVOCACY AND ELECTORAL EMPOWERMENT

America’s Hispanic voice is heard through advocacy and votes. Their influence will not be fully realized, however, until more Latinos are empowered through education, motivation, and removal of barriers that limit electoral participation.

NCLR created the Latino Empowerment and Advocacy Project (LEAP) to accomplish these goals. Generous support from The Knight Foundation, the Carnegie Corporation of New York, and others fuels NCLR’s efforts to promote advocacy and voting through its network of community-based organizations. Together, these groups expand the Latino electorate by:

- Supporting immigrant eligibility for U.S. citizenship
- Educating and promoting participation of new and infrequent Latino voters
- Registering and engaging Latino youth to vote

2007 HIGHLIGHTS

NATURALIZATION ASSISTANCE. NCLR helped coordinate the ya es hora ¡Ciudadanía! campaign to motivate and help legal permanent residents to become U.S. citizens. This was accomplished through collaboration with national organizations such as the National Association of Latino Elected and Appointed Officials (NALEO), Services Employees International Union, and We Are America Alliance; the Spanish-language media entities Entravision Communications Corporation, ImpreMedia, and Univision Communications, Inc.; and 400 community-based partners around the country. It is estimated that by year-end 2007, the campaign helped more than one million eligible immigrants become U.S. citizens. In addition, another 450 residents processed their naturalization applications during the 2007 NCLR Annual Conference.

REDUCTION IN CITIZENSHIP BARRIERS. Throughout 2007, NCLR strived to reduce barriers that prevent immigrants from fully integrating into the American political process. NCLR submitted testimony to the U.S. Citizenship and Immigration Services in response to three proposed policy changes: naturalization...
application fee increase, naturalization test redesign, and green card replacement.

**LATINO YOUTH.** NCLR hosted a second annual day of electoral action at 12 college campuses. Through *Día de Avance Latino y Enseñanza (¡DALE!)* – formerly known as Latino Education and Advocacy Day (LEAD) – NCLR staff registered Latino youth and advanced positive perceptions about them. NCLR also participated in the MTVTr3s program, *Beyond Borders: An MTV Tr3s Immigration Forum*, which explored overall impact and solutions related to America's immigration crisis.

**VOTER REGISTRATION.** NCLR staff worked with a civic engagement network of 16 local organizations to register nearly 15,000 new voters in Arizona, California, Colorado, Florida, Indiana, Kansas, Nebraska, New Mexico, North Carolina, Pennsylvania, Tennessee, and Wisconsin.

**NATIONAL PARTNERSHIPS.** NCLR embarked on a national partnership with the NALEO Educational Fund, following successful nonpartisan voter engagement campaigns in the past three election cycles.
DEMOCRACY IN ACTION

Democracy – the foundation of America – is about more than just politics, rhetoric, or laws and government. Democracy is also about action – action that stirs an individual to advocate to lawmakers; compels our youth and new citizens to register to vote; promotes community involvement; fills the polls on Election Day; and thus ensures freedom and justice for all. At a time of major demographic change, NCLR, its Affiliates, and its coalition partners throughout the country are facing new challenges to civil rights issues and the overall well-being of the Latino community.

2007 HIGHLIGHTS

In NCLR’s efforts to reduce discrimination and improve opportunities for Hispanics, one of its most promising strategies is to support its Affiliates to encourage increased civic engagement among Latinos. Specifically, the Latino Empowerment and Advocacy Project (LEAP) and the ya es hora campaign seek to increase civic participation within NCLR’s national network of nearly 300 Affiliates by:

- Assisting eligible immigrants in becoming U.S. citizens and registering to vote
- Encouraging Latinos to vote

In addition, in 2007, NCLR produced Democracy in Action, a tool kit for its Affiliates and other advocates to help them respond to growing anti-immigrant sentiment. The tool kit:

- Provides resources for advocates by linking them with research reports, websites, and other factual materials to counter myths and misperceptions about immigrants
- Outlines policy arguments against proposed state-local legislation that would adversely affect Latinos
- Encourages NCLR Affiliates and other advocates to establish civic engagement programs

... A LARGE TURNOUT OF LATINO VOTERS in the 2008 election is critical for ensuring that the issues of the Latino community are at the forefront of newly elected officials’ minds. EVERYONE NEEDS TO GET OUT AND VOTE on Election Day, November 4, 2008.”
Youth Leadership

America’s young Latino leaders are dynamic, involved citizens who are taking active steps to ensure a future in which Hispanics enjoy equal access to quality education, economic wealth, and the American Dream.

NCLR offers leadership and networking opportunities for these youth through the Líderes Initiative – the country’s largest national network of Latino high school and college students, supporting hundreds of community-based programs and campus-based student organizations. By facilitating a national network, coalition-building, and capacity-building assistance, the Líderes Initiative seeks to increase the number, capacity, and influence of young Latino leaders in the U.S.

Líderes Network

The Líderes Network consists of student groups and youth programs in 39 states. Groups benefit from a wealth of information and resources through the Líderes website, a biweekly electronic newsletter, and email list. Featured articles on the website inform members about community issues, civic engagement, and education, and the newsletter alerts young leaders about events and opportunities such as grants, scholarships, internships, conferences, and rallies. Finally, an online database links Latino-serving programs and organizations to each other.

Líderes Congresos and Campus Alliance

NCLR Congresos bring together young people on a regional level, providing a forum to share ideas and discuss solutions to issues that pertain to young Latinos. The Líderes Campus Alliance is a group of Latino college student organizations specifically working to increase youth leadership and advance positive social change.

Líderes Summit

The premier national youth conference and leadership development program for Latino high school and college students is presented each year in conjunction with the NCLR Annual Conference. The Summit provides a wide range of training, development, and national networking opportunities. It also instills confidence and creates powerful synergy among participants.
2007 HIGHLIGHTS

In 2007, the Líderes Network grew from 350 to more than 600 student groups nationally. The website’s popularity continues to grow with an average of more than 100,000 hits per month, nearly double that of 2006. Further, the biweekly electronic newsletter, which began with 3,000 subscribers, now reaches more than 6,000 Latino youth and nearly 200 college organizations.

The seventh annual NCLR Líderes Summit attracted more than 450 young people from 18 states throughout the U.S. Summit highlights included 17 peer-led workshops, a Town Hall session on youth activism, a talent show, guest speakers, and a networking contest.

“As a college student and future architect, I HAVE BATONS THAT I WOULD LIKE TO PASS on to other students so they can go ahead AND RUN FOR THEIR OWN DREAMS.”

ANDREA L. PARDO. Líderes de Hoy essay contest winner in the college category, who is currently studying for a master’s degree in architecture into the future
EMERGING LATINO COMMUNITIES

The Latino population is rapidly growing in areas of America not traditionally home to Hispanics, such as the Southeast and the Midwest. The future of these emerging communities, as well as the current contributions they make to the economic and social fabric of their new home states, are at the heart of NCLR’s Emerging Latino Communities (ELC) Initiative, sponsored by the Charles Stewart Mott Foundation, the Wal-Mart Foundation, and others.

ELC provides training and capacity-building assistance to strengthen and develop emerging community-based organizations. Once trained and fortified, ELC groups can successfully mobilize their communities around critical local issues, such as:

- Increasing parental involvement in schools
- Providing Spanish-language services
- Increasing civic participation
- Increasing access to health care for Latino families
- Decreasing youth violence

Through the ELC Initiative, Latinos not only improve their social and economic status, they also gain the opportunity for recognition, influence, and full integration into American society.
NEW ORLEANS REBUILDING EFFORTS. NCLR’s efforts in the aftermath of Hurricane Katrina continued in 2007. As part of its commitment to supporting Latinos returning to their homes and Latino workers who are rebuilding New Orleans and other areas of the Gulf Coast affected by the hurricane, NCLR – using the ELC structure – provided two funding and program supports to two community-based organizations responding to the changing needs of the Hispanic community in the region.

SEED GRANTS. Through funding from the Charles Stewart Mott Foundation, $150,000 in seed funds was awarded to emerging organizations in Idaho, Colorado, Wisconsin, West Virginia, Georgia, Ohio, Missouri, Florida, Mississippi, Oregon, and Tennessee. These grants were coupled with tailored training and technical assistance that addressed each organization’s specific needs, including organizational capacity, coalition-building, advocacy, and policy strategy.

NATIONAL ISSUE BRIEFING AND ADVOCACY DAY. In March, ELC groups joined Affiliates in the NCLR network in Washington, DC, for this NCLR-hosted event. Attendees explored a broad-based agenda that addressed Latino concerns, participated in an advocacy training, and met with congressional delegates to educate them about the issues that emerging Latino communities face.

MEETINGS. ELC held its annual meeting in Portland, Oregon where subgrantees learned strategies related to management, fundraising campaigns, media, strategic planning, and board development.

NCLR ANNUAL CONFERENCE. ELC members convene each year to foster relationships with other Latino CBOs and to participate in workshops on building organizational strength. In 2007, 13 ELC organizations attended intensive training sessions on policy and advocacy, nonprofit management, resource development, and media training.

“Building PARENTAL INVOLVEMENT programs in school systems doesn’t just result in INCREASED PERFORMANCE but builds a culture of PARTICIPATION FOR THE ENTIRE COMMUNITY.”

EDUARDO ANGULO
Executive Director,
Salem/Keizer Coalition for Equality

Salem/Keizer Coalition for Equality was a recipient of an NCLR Emerging Latino Communities seed grant for its Parental Organizing Project, designed to engage, educate, and motivate parents to be an integral part of their children’s education.

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BUILDING BRIDGES

Latinos in America, Latin America, and the Caribbean not only share heritage and culture, they experience similar challenges and embrace related ideals. As nations and as people, they are linked by social, humanitarian, economic, trade, and political issues. NCLR supports transnational dialogue among all Latinos, building unity and powerful synergy.

2007 HIGHLIGHTS

During the 2007 NCLR Annual Conference, the following workshops explored the ties and opportunities that exist among Latino groups:

“Emerging Leadership Among Afro-Descendant Communities in Latin America,” presented by the Inter-American Foundation

“Defying the Labels Black and Latino: Ethnic and Cultural Identity Among U.S. Afro-Latinos,” presented by the Inter-American Foundation

“Is That What You Think of Me? Latinos and Jews: Moving Beyond Stereotypes,” presented by the American Jewish Committee (AJC)

“Neighbors to Partners: United States and Mexico Enhance Their Partnership,” presented in partnership with the Heinrich Boell Foundation
FORCES FOR GOOD

NCLR was selected as one of the best nonprofits in the United States by a survey of nearly 3,000 nonprofit CEOs and 60 expert interviews conducted for the new book, *Forces for Good: The Six Practices of High-Impact Nonprofits*.

Long-time nonprofit consultants Leslie Crutchfield and Heather McLeod Grant engaged in rigorous research to identify and study the most successful nonprofits. They surveyed thousands of nonprofit leaders, conducted in-depth expert interviews, and analyzed reams of data just to select the 12 organizations featured in their book. They then studied these groups for several years to uncover their secrets to success. This landmark book reveals the six powerful practices of these high-impact nonprofits:

• Work with government and advocate for policy change
• Harness market forces and see business as a powerful partner
• Convert individual supporters into evangelists for the cause
• Build and nurture nonprofit networks, treating other groups as allies
• Adapt to the changing environment
• Share leadership, empowering others to be forces for good

*Forces for Good*, which was released in October 2007, states that the profiled nonprofits are “the vanguard of the social sector... They are collectively creating new models for social change...[and] are catalysts [that] transform the system around them to achieve greater good.”

Throughout NCLR’s 40-year history, these practices have been the hallmark of our success in making a difference in the lives of millions of Hispanics in the U.S. The book’s findings are an affirmation of what we already know and practice: by working with others outside of our organization, and by choosing to focus on both service and advocacy, NCLR is a formidable force for social change.
The Strategic Communications Group produces high-level events that:

- Bring NCLR constituents and stakeholders together to build a community of professionals to advance the organization’s mission
- Honor pioneers who have paved the way for achievement in the Hispanic community
- Generate unrestricted funds for the organization
- Help communicate NCLR’s message to diverse audiences

**NCLR EVENTS**

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**20,000 PEOPLE FROM VARIOUS PARTS OF THE COUNTRY ATTENDED THE NCLR ANNUAL CONFERENCE AND LATINO EXPO USA IN MIAMI, FLORIDA**
2007 HIGHLIGHTS

NCLR showcased three high-quality events: the Capital Awards gala; the exhilarating, star-studded ALMA Awards; and the high-energy, activity-filled NCLR Annual Conference.

2007 NCLR CAPITAL AWARDS. A black-tie gala for 800 guests which honors the leaders making great strides for the Hispanic community is held each year at the National Building Museum in Washington, DC. Senator Lindsey Graham (R-SC) and Representative Luis Gutierrez (D-IL) were honored for their bipartisan efforts to enact comprehensive immigration reform legislation.

His Eminence Roger Cardinal Mahony, Archbishop of Los Angeles, was recognized for his long-standing commitment to immigrants and his efforts to combat anti-immigrant policies.

In addition, 2008 presidential candidate Senator Barack Obama (D-IL) gave opening remarks at the awards gala opening reception and joined in honoring the award recipients.

2007 NCLR ALMA AWARDS. This star-studded event hosted by Eva Longoria (Desperate Housewives) was held at the Pasadena Civic Center and aired in prime time on ABC.

““The speakers were fantastic — WHAT A TREAT! The workshops were excellent! THE EVENING ENTERTAINMENT WAS OUTSTANDING!”

2007 NCLR ANNUAL CONFERENCE PARTICIPANT

Sen. Lindsey Graham (R-SC) at the 2007 NCLR Capital Awards
The show kicked off with a sizzling performance by Eva, Mario Lopez, and his Dancing with the Stars co-stars. Among the highlights, the “NCLR Special Achievement in Television Award” was presented to George Lopez, whose television show George Lopez became the first Latino-themed prime-time hit since the early 1970s. In addition, the “NCLR Pioneer in Music Award” was presented to Los Lobos, whose songwriting and musical artistry has brought them acclaim for more than 30 years.

Presenters included Terrence Howard, Jessica Alba, Carlos Mencia, Cheech Marin, Judy Reyes, and Daisy Fuentes. The show also featured performances by Prince, Beyoncé, Calle 13, Los Lobos, and War.

2007 NCLR ANNUAL CONFERENCE. Attracting nearly 20,000 participants, the four-day NCLR Annual Conference took place in Miami, Florida. This year’s Conference took advantage of Miami-area attractions, hosting events both in the City of Miami and in Miami Beach.

Special guest speakers included Mayor of the City of Miami, Manny Díaz; 2008 Democratic presidential candidates Sen. Hillary Clinton (D-NY) and Sen. Barack Obama (D-IL); U.S. Treasurer Anna Escobedo Cabral; Univision Co-Anchor Maria Elena Salinas; Governor of Florida, Charlie Crist (R-FL); Rep. Lincoln Diaz-Balart (R-FL); Rep. Ileana Ros-Lehtinen (R-FL); and Civil Rights Leader Reverend Al Sharpton.

The Annual Conference kicked off with the Líderes Summit, a youth leadership event that helps young people (14-25 year olds) develop leadership and teamwork skills, discuss community involvement and empowerment, and learn about Latino community issues. This year’s Summit hosted 450 young people from all over the country, featured a movie screening of the film Bella, and presented a plenary session with MUN2's host of Pitbull’s La Esquina and Hip-Hop artist, Pitbull.

The Annual Conference also featured dynamic town hall sessions on obesity and its effects on our community, youth and civic engagement, and education in our public school system. For a second year in a row, the Annual Conference featured a series of Spanish-language workshops covering issues such as citizenship, financial literacy, HIV/AIDS, and homeownership. In addition, NCLR held a U.S. Citizenship Application Processing Session, which processed 425 applications and placed hundreds of people on the path toward citizenship.

At the Latinas Brunch, Una Charla con Hillary, NCLR Board Chair Monica Lozano interviewed presidential candidate Sen. Hillary Clinton on her vision for this country.

Also, in a new Annual Conference event, Foro del Pueblo, presidential candidate Sen. Barack Obama hosted a session in which he spoke about his commitment to Latinos everywhere.

NCLR President and CEO Janet Murguía delivered a powerful speech about the increasingly heated immigration debate and emphasized the need to stand up as a community. Her message outlined ways in which Hispanics everywhere can carry the hope of America’s promise of opportunity. She spoke about the need to mobilize our young people to register and vote; the importance of becoming a naturalized citizen; the need for continued support of voter registration programs; and the importance of becoming civically engaged as we continue to encourage our community to speak out, register, and vote.
Empowering an American Community Campaign

An organization’s financial well-being directly impacts its long-term influence, strength, and stability. With this in mind, NCLR launched a comprehensive fundraising initiative in November 2002. The “Empowering an American Community Campaign” successfully developed a strategic investment fund with two noteworthy goals.

The Campaign’s primary objective was to establish and grow an institutional endowment. The funds support NCLR’s program expansion and increased penetration into America’s Hispanic communities. A secondary goal was to raise funds for establishing a permanent national headquarters building for NCLR.

2007 Highlights

Pledges. With support from premier corporations, leading philanthropists, and 100% of its Board of Directors, NCLR is one of a few civil rights and advocacy organizations that have been able to establish an endowment. Beginning in FY 2009, the endowment will provide a steady stream of unrestricted funding for NCLR to cover unexpected gaps and invest in new priorities.

National Headquarters. For the site of its permanent headquarters, NCLR looked no further than the powerhouse of Washington, DC. A building strategically located just three blocks from the White House was dedicated as the Raul Yzaguirre Building, honoring NCLR’s former President and CEO who led the organization for 30 years. This building has recently been renovated, and in early 2008, NCLR will unveil this impressive landmark as a symbolic example of Latinos achieving the American Dream. NCLR will also dedicate its new Plaza de los Affiliados in recognition of its nearly 300 community-based partners.
YOU CAN MAKE A DIFFERENCE

NCLR encourages individuals, foundations, and Corporate America to generously support the “Empowering an American Community Campaign.”

Contributions not only assist NCLR in preparing for potential economic inflation, they also allow the organization to expand current services that are vital to Latinos’ well-being.

For information about contribution and recognition opportunities, please contact the NCLR Campaign Office at empower@nclr.org; visit the website at www.nclr.org; or call (202) 776-1560.

Your financial gift to NCLR is truly an investment in our people and our country.
CORPORATE BOARD OF ADVISORS

Established in 1982, the Corporate Board of Advisors (CBA) is made up of senior executives from 27 major corporations, as well as liaison staff from each company. The CBA meets twice a year, and presentations and discussions keep the CBA updated on NCLR’s activities and provide opportunities for dialogue and decision-making about issues and programs of common concern. Throughout the year NCLR benefits from advice and assistance from these closest corporate associates. CBA members also assist NCLR and its network through financial, in-kind, and programmatic support.

CHAIR
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Russ Deyo
Vice President, General Counsel, and Chief Compliance Officer
Liaison
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Director, External Affairs, Corporate Government Affairs and Policy

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Liaison
Laura J. Hernandez
Executive Director, Public Affairs Communications

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Senior Vice President and Regional Program Executive, Corporate Philanthropy
Liaison
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Senior Vice President and Community Development Market Manager

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General Manager, Global Diversity
Liaison
Sharon N. Craig Carter
Community Engagement Representative

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Principal
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Chairman and CEO, Citi (Banamex USA)
Liaison
Natalie Abatemarco
Director, Global Community Programs

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Vice President, Corporate Latin Affairs
Liaison
Frank Ros
Assistant Vice President, Corporate Latin Affairs

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Executive Vice President
Liaison
Susan Gonzales
Vice President, Comcast Foundation, Senior Director, Federal and External Affairs

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Executive Vice President, Human Resources
Liaison
Maria Valentin
Community Relations Manager

COORS BREWING COMPANY

FORD MOTOR COMPANY
Principal
Bruce Andrews
Vice President, Government Affairs
Liaison
Raquel “Rocky” Egusquiza
Director, National Programs and International Strategy

GENERAL MILLS
Principal
Peter Capell
Senior Vice President and Big G Division President

Liaison
Rudy Rodriguez
Director, Multicultural Marketing

GENERAL MOTORS CORPORATION
Principal
Roderick D. Gillum
Vice President, Corporate Relations and Diversity

Liaison
Orlando Padilla
Director, Public Policy Center

J.C. PENNEY COMPANY, INC.
Principal
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Executive Vice President, Chief Marketing Officer

Liaison
Manny Fernandez
Director of Inclusion and Diversity

KRAFT FOODS, INC.
Liaison
Carlos Abrams-Rivera
Vice President, Marketing-Snack Sector

Liaison
Gus Viano
Director of Inclusion and Diversity Initiatives

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Charlotte K. Frank
Vice President for Research and Development, Educational and Professional Publishing Group

Liaison
Luis Viada
Managing Director, Global Development

MILLER BREWING COMPANY
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Senior Vice President, General Counsel, and Secretary

Liaison
Jose R. Ruano
Manager, Corporate Relations

PEPSICO, INC.
Principal
Albert P. Carey
President and Chief Executive Officer, Frito-Lay North America

Liaison
David Gonzales
Vice President, Global Diversity

PRUDENTIAL FINANCIAL
Principal
Sharon C. Taylor
Senior Vice President, Corporate Human Resources

Liaison
René O. Deida
Program Officer, The Prudential Foundation

ROCKWELL AUTOMATION
Principal
Susan Schmidt
Senior Vice President, Human Resources

Liaison
Joseph P. Tria
Chief Learning Officer

STATE FARM INSURANCE COMPANIES
Principal
Barbara Cowden
Executive Vice President

Liaison
Art Ruiz
Director of Community Alliance, Corporate Communications and External Relations

TIME WARNER
Principal
Tom Kinney
Corporate Vice President, Customer Care

Liaison
Luis Castro
Director of Corporate Responsibility

UNITED PARCEL SERVICE
Principal
Christine Owens
Senior Vice President, Communications and Brand Management

Liaison
Eduardo Martinez
Director, Programs and Corporate Relations

VERIZON COMMUNICATIONS
Principal
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Senior Vice President, Public Policy Development and Corporate Social Responsibility

Liaison
Emilio Gonzalez
Vice President of Public Policy and Strategic Alliances

WAL-MART STORES, INC.
Principal
Doug McMillon
President and CEO, Sam’s Club

Liaison
Lee Culpepper
Vice President of Corporate Affairs

Liaison
Jose “Pepe” Estrada
Director, Ally Developments
OUR FUNDERS

The U.S. Latino population has significant social, political, and economic influence. In 2007, Hispanic buying power exceeded $862 billion – representing a 302% increase since 1990 – and by 2012 Hispanics’ disposable income is expected to top $1.2 trillion.

Leaders from Corporate America and prominent foundations recognize the Hispanic community’s ever-increasing economic impact. They also value NCLR’s mission, work, credibility, and passion for improving opportunities for Hispanics throughout the country. Whether through financial support at the national level or direct involvement at the community level, NCLR funders make a difference. Their investment in America’s Latino community is an investment in America’s prosperity.

$200,000 AND ABOVE

Allstate Insurance Company
The Annie E. Casey Foundation
The Atlantic Philanthropies
Auxiliary to the National Medical Association, Inc.
Bank of America Corporation
The Bill & Melinda Gates Foundation
BP America
Carnegie Corporation of New York
Charles Stewart Mott Foundation
Citi
ConAgra Foods, Inc.
Corporation for National and Community Service
Diageo NA
Eli Lilly and Company Foundation
Evelyn & Walter Haas, Jr. Fund
Fannie Mae
The Ford Foundation
Ford Motor Company
Freddie Mac
The John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Johnson & Johnson
JPMorgan Chase

MetLife Foundation
Open Society Institute
PepsiCo Foundation
The Rockefeller Foundation
Shell Oil Company
State Farm Insurance Companies
Toyota Motor Sales, USA, Inc.
U.S. Department of Education
U.S. Department of Health and Human Services, Office of Minority Health
U.S. Department of Housing and Urban Development
U.S. Department of Labor
United Parcel Service
Verizon Foundation
Wachovia
Wal-Mart Stores, Inc.

Amtrak
Anti-Defamation League
AstraZeneca Pharmaceuticals
AT&T
AutoNation
Bayer HealthCare
Best Buy Children’s Foundation
The Boeing Company
Bridgestone Firestone Trust Fund
The Buffet Early Childhood Fund
Burger King Corporation
Cancer Research and Prevention Foundation
Cardinal Health
Center for Children’s Law and Policy
Chevron Corporation
CHP International, Inc.
The Children’s Planning Council Foundation, Inc.
Clear Channel Communications
The Coca-Cola Company
Comcast Corporation
Coors Brewing Company
Countrywide Home Loans, Inc.
Cox Communications
DaimlerChrysler
Corporation Fund
Darden Restaurants

$5,000-$199,000

AARP
Academy for Educational Development (AED)
American Bankers Association
American Express Company
American Honda Motor Co., Inc.
American International Group, Inc.
Amgen Foundation

90 Treas 310

AARP
Academy for Educational Development (AED)
American Bankers Association
American Express Company
American Honda Motor Co., Inc.
American International Group, Inc.
Amgen Foundation

Amtrak
Anti-Defamation League
AstraZeneca Pharmaceuticals
AT&T
AutoNation
Bayer HealthCare
Best Buy Children’s Foundation
The Boeing Company
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$5,000-$199,000

Amtrak
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Comcast Corporation
Coors Brewing Company
Countrywide Home Loans, Inc.
Cox Communications
DaimlerChrysler
Corporation Fund
Darden Restaurants
Dell, Inc.
Eastman Kodak Company
Eli Broad
Enterprise Rent-A-Car Company
Equals Three
Communications, Inc.
ExxonMobil Foundation
Federal Deposit Insurance Corporation
FedEx Corporation
GEICO Direct
General Electric Company
General Mills, Inc.
General Motors Corporation
Genetic Services Branch of the Maternal and Child Health Bureau
GlaxoSmithKline
The Goodyear Tire & Rubber Company
Google AdWords
Greater Miami Convention & Visitors Bureau
Hallmark Cards Incorporated
Heineken USA Inc.
The Hershey Company
Hess Foundation, Inc.
Hispanic United Fund
The Home Depot
Horace Hagedorn Foundation
Household International (HSBC)
Hudson Highland Group
Humana, Inc.
Hyatt Hotels Corporation
Hyundai Motor Company
Independent Charities
Intel Corporation
J.C. Penney Corporation, Inc.
KFC Inc.
Kraft Foods, Inc.
Lowe's Companies, Inc.
Marathon Oil Company
Marriott International, Inc.
McDonald's Corporation
Mercedes-Benz
Merck/Schering-Plough Pharmaceuticals
Merrill Lynch
MGM Mirage
Microsoft Corporation
Miller Brewing Company
NASCAR
The Nathan Cummings Foundation
National Education Association
National Institutes of Health
Nationwide Insurance
NBC/Telemundo
NeighborWorks America
Nissan North America
Nordstrom, Inc.
Patton Boggs, LLP
PepsiCo, Inc.
Pfizer, Inc.
PG&E Corporation
PhRMA
Porter Novelli, Inc.
The Procter & Gamble Company
Prudential Financial
Public Interest Projects, Inc.
Qwest Communications
Rockwell Automation
Sallie Mae
Schneider National
Scholastics Inc.
Service Employees International Union (SEIU)
Social Security Administration
Sprint Nextel
Strong American Schools
The Texas High School Project
Fund of Communities Foundation of Texas
The TJX Companies, Inc.
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U.S. Army
U.S. Department of Health & Human Services – Administration for Children & Families (ACF)
UAW-GM Center for Human Resources
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United States Marine Corps
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Verizon Communications
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Washington Mutual, Inc
Waste Management
Wells Fargo
Western Union Financial Services, Inc./First Data Corporation
Wyndham Hotel Group
Xerox Corporation
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Dino J. DeConcini  
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Tito Guerrero  
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Phillip Hamid  
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Evelyn Lisojo  
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Lupe Pearce  
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Maurice Portilla  
Helen Ramirez  
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Martin Samaniego  
Angela Sanbrano  
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Jaime and Cynthia Sanchez  
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Theodore and Mischelle Serr  
Andrew M. Small

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Blanca Alvarado  
Danilo Aranaga  
Omar Barbarossa  
Rebecca A. Barraza  
Fred Battah
Contributors

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Francisco M. and Janet R. Vasquez
Carmen Vega
José Villarreal
Robert Walker
Sylvia Whitman
FINANCIAL SUMMARY

NCLR is a financially stable organization and depends on continued strong financial support to bolster and maintain its stability. The growing U.S. Hispanic population requires NCLR’s continued leadership on complex policy and advocacy issues, such as the immigration debate, and on its programs that strengthen community-based efforts. Simultaneously, cuts from federal government funding sources in 2007 made for a more competitive funding environment fraught with new challenges as well as new opportunities for a well-positioned national leader like NCLR.

REDUCED FEDERAL FUNDING CONTINUES

As NCLR’s opportunities and challenges have increased, its federal funding and dollars per grant have decreased. For example, NCLR received $3.4 million from the federal government in 2007 compared to $5.8 million in 2003.

Over time, this steady decline in federal funding has affected NCLR in profound ways. To make up the difference in total revenues received, the organization strives to maintain or increase the financial support of current funders while continually securing new funding sources. In addition, NCLR implements cutting-edge strategies to ensure efficiencies of operation and organizational stewardship.

"We support [NCLR] financially because WE WANT OTHER HISPANICS TO ENJOY THE SUCCESS that we've experienced. It's a privilege TO BE PART OF SOMETHING SO MEANINGFUL."

FRED R. FERNANDEZ AND IRMA R. RODRIGUEZ honored members of the NCLR President’s Council of donors and founders of The Fred R. Fernandez and Irma R. Rodriguez Foundation, Inc.
One way that NCLR sustains stewardship of its resources is through strategic reliance on its Affiliate Network for distribution of grant and subgrant funding. Through this dynamic conduit of committed partners, NCLR supports programs and services cost-effectively at the local level.

Last year, NCLR directly funded 38% of its program budget in the form of subgrants to its Affiliates. This significant percentage represents approximately one-fourth of NCLR’s total budget, demonstrating the organization’s long-term commitment to its Affiliate partners throughout America.
PROGRAM FUNDING IS NCLR’S MISSION IN ACTION

NCLR’s mission-driven focus is validated by a review of its program expenses. NCLR supports critical activities that range from local to national in scope, from health to education in content, and from programs to policy in nature.

It is also important to note that, in 2007, 87% of NCLR’s total income was directed to grassroots community programs. This percentage demonstrates a healthy program-to-operation ratio, as well as an organizational commitment to financial accountability.

The remaining 13% of total expenditures funded advocacy and administration activities and supported a planned investment in the NCLR/Affiliate partnership infrastructure which:
• Strengthened the partnership base
• Improved delivery systems
• Developed valuable program models
• Increased the organization’s overall visibility

Thus, NCLR successfully worked in the present while wisely preparing for the future. This outstanding stewardship garnered national attention in the 2007 publication Forces for Good, which named NCLR one of the top 12 highest-impact nonprofits in America. (See page 33)
INVESTMENTS TODAY BENEFIT LATINOS TOMORROW

NCLR’s funding originates from the federal government, Corporate America, foundations, and individuals. Now more than ever, NCLR counts on their generous support, as well as new funding sources that are strong, multiyear, and diversified in origin. Perhaps the area of greatest growth potential is funding from individual supporters – those who live the American Dream and believe that it can and should be made available to all.

Few nonprofits can boast such strong stewardship over time – a fact that is appreciated by donors and stakeholders alike. If you or your organization seeks an investment with life-changing returns, visit the NCLR website at www.nclr.org or contact Ron Estrada, Deputy Vice President of NCLR’s Strategic Communications Group (SCG) at (202) 776-1784. Your financial support will foster stronger Latino families, stronger communities, and thus, a **stronger America together**.
## Financial Summary

**National Council of La Raza: Consolidated Statements of Activity**

**Year Ended September 30, 2007**

### Support and Revenue

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
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<tbody>
<tr>
<td><strong>Grants</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>$11,502,095</td>
<td>$</td>
<td>$</td>
<td>$11,502,095</td>
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<tr>
<td>Nonfederal</td>
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<td>$11,746,837</td>
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<td>$14,231,837</td>
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<td>$11,746,837</td>
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<td>$25,733,932</td>
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<td><strong>Contributions and Other Revenue</strong></td>
<td></td>
<td></td>
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<tr>
<td>Corporations and foundations</td>
<td>838,769</td>
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<tr>
<td>Special events</td>
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<td>350,000</td>
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<td>8,226,659</td>
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<td>Capital Campaign contributions</td>
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<td>309,984</td>
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<tr>
<td>Associate member dues</td>
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<tr>
<td>Other contributions</td>
<td>198,475</td>
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<td>198,475</td>
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<td>Investment and interest income</td>
<td>4,097,301</td>
<td>340,505</td>
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<td>4,437,806</td>
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<tr>
<td>Interest and fee income on loans</td>
<td>2,967,711</td>
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<td>2,967,711</td>
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<tr>
<td>Other revenue</td>
<td>64,480</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>12,336,205</td>
<td>(12,336,205)</td>
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<td><strong>Total Contributions and Other Revenue</strong></td>
<td>$28,660,196</td>
<td>($11,335,716)</td>
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<td>$17,324,480</td>
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<td><strong>Total Support and Revenue</strong></td>
<td>$42,647,291</td>
<td>$411,121</td>
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<td>$43,058,412</td>
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### Expenses

**Program Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Mission</td>
<td>$828,499</td>
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<td>$828,499</td>
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<tr>
<td>Legislative advocacy</td>
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<tr>
<td>Community Development and Fellowship Program</td>
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<td>$3,543,076</td>
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<tr>
<td>Education</td>
<td>$4,150,327</td>
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<td>$4,150,327</td>
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<tr>
<td>Strategic Communications Group</td>
<td>$7,572,711</td>
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<td>$7,572,711</td>
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<tr>
<td>Special and International Projects</td>
<td>$3,284,425</td>
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<td>$3,284,425</td>
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<tr>
<td>Institute for Hispanic Health</td>
<td>$1,280,229</td>
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<td>$1,280,229</td>
</tr>
<tr>
<td>Office of Research, Advocacy, and Legislation</td>
<td>$4,005,295</td>
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<td>$4,005,295</td>
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<tr>
<td>Raza Development Fund - Program Operations</td>
<td>$2,814,975</td>
<td></td>
<td></td>
<td>$2,814,975</td>
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<tr>
<td>Raza Development Fund - Loan Loss Reserve</td>
<td>$429,483</td>
<td></td>
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<td>$429,483</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>$28,498,654</td>
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<td>$28,498,654</td>
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</tbody>
</table>

**Supporting Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>$2,364,402</td>
<td></td>
<td></td>
<td>$2,364,402</td>
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<tr>
<td>Fundraising:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fundraising</td>
<td>$404,955</td>
<td></td>
<td></td>
<td>$404,955</td>
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<tr>
<td>Endowment/Capital Campaign</td>
<td>$99,448</td>
<td></td>
<td></td>
<td>$99,448</td>
</tr>
<tr>
<td>Membership marketing</td>
<td>$461,111</td>
<td></td>
<td></td>
<td>$461,111</td>
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<tr>
<td>Raza Development Fund - Administration</td>
<td>$47,194</td>
<td></td>
<td></td>
<td>$47,194</td>
</tr>
<tr>
<td>Building Fund/Strategic Investment Fund Governance</td>
<td>$324,759</td>
<td></td>
<td></td>
<td>$324,759</td>
</tr>
<tr>
<td><strong>Total Supporting Services</strong></td>
<td>$3,701,869</td>
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<td>$3,701,869</td>
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</table>

**Total Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$32,200,523</td>
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<td>$32,200,523</td>
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</tbody>
</table>

### Change in Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets - Before Transfers</td>
<td>$10,446,768</td>
<td>$411,121</td>
<td></td>
<td>$10,857,889</td>
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<tr>
<td>Other Changes in Net Assets - Transfers</td>
<td>($334,446)</td>
<td>$334,446</td>
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<tr>
<td>Change in Net Assets</td>
<td>$10,112,322</td>
<td>$745,567</td>
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<td>$10,857,889</td>
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</tbody>
</table>

### Net Assets, Beginning of the Year

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td>$39,513,981</td>
<td>$59,669,793</td>
<td>$1,500,000</td>
<td>$100,683,774</td>
</tr>
</tbody>
</table>

The complete audited financial statements prepared by BDO Seidman, LLP may be obtained by calling Claudia Rosario, Controller, at (202) 776-1742.
## NATIONAL COUNCIL OF LA RAZA: CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

### SEPTEMBER 30, 2006 AND 2007

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$20,065,843</td>
<td>$11,376,593</td>
</tr>
<tr>
<td>Current portion of Capital Campaign receivables, net</td>
<td>1,290,992</td>
<td>5,137,380</td>
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<tr>
<td>Special events receivables</td>
<td>3,302,861</td>
<td>2,144,272</td>
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<tr>
<td>Current portion of contract, grant, and other receivables, net</td>
<td>10,984,574</td>
<td>10,674,697</td>
</tr>
<tr>
<td>Current portion of loans receivable, net</td>
<td>11,153,794</td>
<td>4,895,971</td>
</tr>
<tr>
<td>Investments</td>
<td>35,638,676</td>
<td>35,135,692</td>
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<tr>
<td>Other</td>
<td>212,506</td>
<td>133,322</td>
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<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>82,649,246</td>
<td>69,497,927</td>
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<tr>
<td><strong>NONCURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term loans receivable, net</td>
<td>29,471,170</td>
<td>19,276,485</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>2,667,208</td>
<td>3,010,941</td>
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<tr>
<td>Long-term Capital Campaign receivables, net</td>
<td>1,122,958</td>
<td>2,672,874</td>
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<tr>
<td>Long-term contract, grant, and other receivables, net</td>
<td>513,286</td>
<td>1,164,339</td>
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<tr>
<td>Due from Hogar Hispano, Inc. - related party</td>
<td>6,384,313</td>
<td>6,103,705</td>
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<tr>
<td>Assets designated to fund deferred compensation</td>
<td>273,609</td>
<td>245,812</td>
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<tr>
<td>Restricted investments</td>
<td>13,485,728</td>
<td>13,145,224</td>
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<tr>
<td>Other</td>
<td>33,259</td>
<td>64,568</td>
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<tr>
<td><strong>TOTAL NONCURRENT ASSETS</strong></td>
<td>53,951,530</td>
<td>45,083,946</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$136,600,776</td>
<td>$115,181,873</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$1,795,608</td>
<td>$1,790,629</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>1,048,595</td>
<td>937,287</td>
</tr>
<tr>
<td>Accrued interest expense</td>
<td>503,707</td>
<td>605,150</td>
</tr>
<tr>
<td>Committed grants</td>
<td>155,040</td>
<td>111,540</td>
</tr>
<tr>
<td>Pledges held in trust</td>
<td>581,805</td>
<td>400,194</td>
</tr>
<tr>
<td>Current portion of notes payable</td>
<td>5,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>9,084,755</td>
<td>4,844,800</td>
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<tr>
<td><strong>NONCURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term notes payable</td>
<td>26,558,639</td>
<td>20,265,376</td>
</tr>
<tr>
<td>Long-term deferred compensation liability</td>
<td>273,609</td>
<td>245,812</td>
</tr>
<tr>
<td><strong>TOTAL NONCURRENT LIABILITIES</strong></td>
<td>26,832,248</td>
<td>20,511,188</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>35,917,002</td>
<td>25,355,988</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMITMENTS AND CONTINGENCIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>38,513,981</td>
<td>29,401,659</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>60,669,792</td>
<td>58,924,226</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>1,500,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>100,683,773</td>
<td>89,825,885</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$136,600,776</td>
<td>$115,181,873</td>
</tr>
</tbody>
</table>

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NCLR EXECUTIVE MANAGEMENT

Janet Murguía
President and
Chief Executive Officer

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Executive Vice President

Cecilia Muñoz
Senior Vice President
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Sonia M. Pérez
Senior Vice President
Affiliate Member Services (AMS)

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Vice President and
Chief Financial Officer
(Finance and Administration)

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Vice President
Housing and Community Development (HCD)

Lisa Navarrete
Vice President
Office of the President

Delia Pompa
Vice President
Education

Delia de la Vara
Vice President
Strategic Communications Group (SCG)

Ron Estrada
Deputy Vice President
Strategic Communications Group (SCG)

Eric Rodríguez
Deputy Vice President
Office of Research, Advocacy, and Legislation (ORAL)

Dr. José A. Velázquez
Deputy Vice President
Affiliate Member Services (AMS)

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(916) 448-9852

NCLR COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION

RAZA DEVELOPMENT FUND, INC. (RDF)
PHOENIX, ARIZONA
(602) 417-1400
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NCLR’s 40th Anniversary

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and Dedication of the Plaza de los Afiliados
WASHINGTON, DC

MARCH 4
NCLR Capital Awards
WASHINGTON, DC

MARCH 5–6
National Issue Briefing and Advocacy Day
WASHINGTON, DC

JULY 12–15
NCLR Annual Conference
SAN DIEGO, CA

SEPTEMBER
NCLR ALMA Awards
ON ABC IN PRIMETIME
www.almaawards.com

For details, log on to
www.nclr.org